

Improving Team Communication Can Improve Patient Flow

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integrity • compassion • accountability • respect • excellence

Southern Health

Better Health in Our Community

Acknowledgements

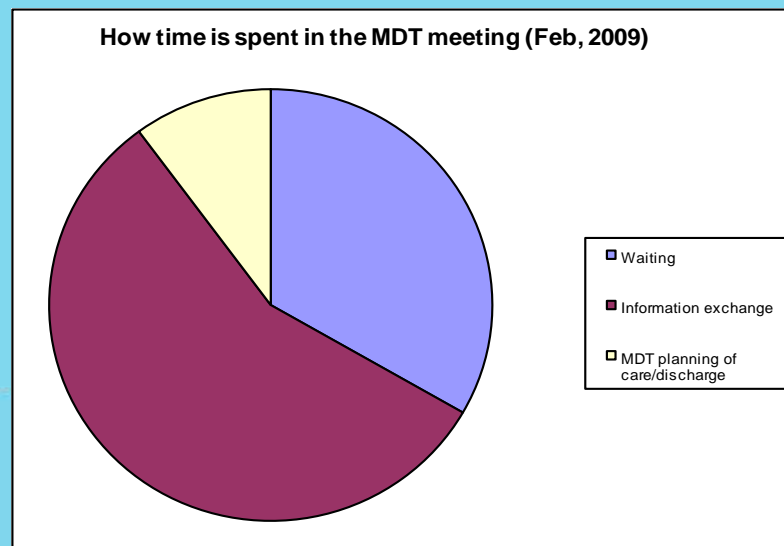
- Dr Darren Mansfield, Director of General Medicine, Dandenong Hospital
- Damian Burns, Nurse Unit Manager, SW4
- All the committed clinicians on SW4

Multidisciplinary team meeting

- Little research
- Cochrane review: improvements
- Other research:
 - Daily team meetings
 - Focus on estimated discharge date
 - Meeting chair and meeting co-ordinator
 - Trust and respect

The state of play

- Information exchange in the absence of planning
- Significant time spent waiting
- No forum outside of twice weekly meetings
- Staff dissatisfaction
- Referral system
- Discharge plans



New developments

- Daily meeting
- New location
- An agreed time limit
- Mandatory attendance
- A designated chair
- Whiteboard changes
- Referral system
- New structure

Outcomes

- LOS (23.5 to 22.7)
- Separations (1197 to 1304)
- Readmission rates (29% to 13%)
- Communication
- Staff job satisfaction
- Regular & prompt access to staff
- Increased and frequent scrutiny

Phase 2

- Accountability
- Registrar and intern orientation
- Escalation process

Estimating days until ready for discharge:

Estimated days until Medically ready for discharge

DATE	PATIENT CATEGORY	STATUS	16/10	17/10	18/10	19/10	20/10	21/10	22/10	23/10	24/10	25/10	26/10	27/10	28/10	29/10	30/10	31/10
1	MED A1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	MED B2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	MED B1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	MED A1	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	MED A2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	MED A1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	MED A1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	CARDIO	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	MED A2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	MED B2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	MED A1	C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	MED A2	C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	MED C1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	MED A1	B	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	MED B2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	MED B1	A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	MED B1	C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	MED B1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	MED F		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	MED A1	SWIFF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	MED A1	NBM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	MED B2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23	MED B2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24	MED B2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	MED F	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	MED A2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	MED A2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	MED F	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	MED B2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30	MED A1	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	MED B1	A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	MED A2	FWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
33	MED A2	A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34	MED B1	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	MED A2	DEWD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Estimated days until cleared by Allied Health

Discharge Planning Board

If the patient has no further PR bleeding nursing staff can get them "ready to go" prior to review at 0900hrs.

	ISSUES	REVIEW	SCRIPT
2	PR bleed MED B2	Reg 0900 D.I./PATH C/DMN	<input type="checkbox"/> ELI 1500 SUMMARY <input type="checkbox"/> ELI 1500
3	ID, PICC, HITL MED B1	Reg 0930 D.I./PATH	<input type="checkbox"/> ANDREW 1800 SUMMARY <input type="checkbox"/> A
7	RADIOLOGY RESULTS PM MED A2 LAN	Reg 0900 D.I./PATH D/ANZ	<input type="checkbox"/> A SUMMARY <input type="checkbox"/> A
9	RENAL FUNCTION MED A1	Reg 0930 D.I./PATH ANZ	<input type="checkbox"/> ANDREW 1500 SUMMARY <input type="checkbox"/> ANDREW 1500

The registrar is planning to review the patient by 0930hrs in the morning.

Andrew will complete the discharge script by 1500hrs

The team



Team Feedback



Conclusion

- Visible commitment at a senior level
- Assertive, confident team leader as chair
- Structure focuses team on discharge planning
- Daily scrutiny and accountability
- Teamwork and communication

The right people, in the right place, at the
right time results in best care and
improved patient flow

Cochrane Review References

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